

OCA Record

SSCI
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OCA 86-2296

20 June 1986

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with Staff on SSCI Personnel Survey

1. Today Bernie McMahon, SSCI staff director and Charles Battaglia of that staff met with representatives of CIA, DIA, NSA and State INR to explain the purpose and scope of the SSCI review of personnel practices in the Intelligence Community. McMahon said that the chairman had three main objectives for this Congress: evolving a national intelligence strategy, counterintelligence and security improvements and a personnel review. Significant progress has already been made on the first two and now Chairman Durenberger would like to begin work on the personnel review.

2. McMahon said that the Chairman wanted it clearly understood at the outset that the purpose of the survey is to help make improvements in the personnel practices in the Community. There is no presumption of a problem and it is definitely not a "witch hunt."

3. He explained that SSCI staff teams will visit each agency to examine four key personnel functional areas: analysis, counterintelligence, clandestine/humint collectors, and technicians. When they have completed this phase of the survey, the SSCI staff teams will evaluate the information obtained from all of the agencies under the four key functional areas. McMahon said that the staff will prepare a report that will contain findings and recommendations. The SSCI will try to work with the administration in the same way they did on the counterintelligence/security report due to be issued shortly. That means that the administration would agree to take care of those recommendations which can be taken care of through their authorities and the committee will address themselves to those which can only be changed by legislation. If they can achieve this, the final report will, in effect, be agreed upon before it is issued.

STAT 4. In a discussion period that followed McMahon's explanation, [] Deputy Director of Personnel for Policy, Analysis and Evaluation, told McMahon that CIA and other agencies have just begun a number of personnel innovations that are still in the embryonic stage. He urged the committee to give the Agency a year in which to make an intelligent evaluation of these rather than rushing to a premature judgement simply to meet an early Committee deadline. He suggested that the Committee might instead want to examine what we are doing to attract the best and brightest people and what we have done to tighten up our personnel procedures in the wake of some of the recent espionage cases. McMahon said that the Committee did not expect a final answer during this Congress, but would like to know just what we see as the major problems facing us for the 1990's and the progress we are making to meet that challenge. He added that this personnel review will not be concerned with security aspects of personnel such as polygraphs, etc. Another question was raised about whether the Committee planned to take a separate view of each agency or whether they would seek a composite view. McMahon replied that the staff wrestled with this idea and decided that they would seek a separate view of each agency and that they would also consider commonality where it was appropriate.

STAT 5. McMahon said that they planned to hold three hearings in connection with this personnel review. The kick-off will be on 24 July where the agency directors or their designees will be asked to present an overview of personnel objectives and the resources needed to achieve them. Battaglia is drafting a letter on this hearing which the Committee will send to the Director soon. The second hearing will be held to check on the progress of the review sometime in the fall. The third hearing will be the wrap up but no date is set for it at this time. McMahon announced that [] would head up the CIA team and that the other leaders are: DIA-[] NSA-[] and INR-Robin Cleveland. He said the teams will begin their work in the next week so that there will be some staff work completed before the initial hearing on 24 July. He added that the review might continue into the next Congress, depending on the priorities of the new Chairman.

STAT 6. [] will assemble a team of Agency personnel to meet with and coordinate the requests of [] and the SSCI staff assigned to evaluate CIA personnel matters.

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